

<b>Status</b>
<b>New actions, defined as those yet to start, or an existing programme that has been significantly enhanced to meet the aspirations of the Strategy.</b>
Existing actions, <b>defined as those</b> already within an agreed council programme of work that contributes directly to the aspirations of the Strategy.
Completed actions, <b>defined as those</b> that have been completed leading to significant benefits to support the Strategy.

DVD –	City Development
ENV –	Environment and Neighbourhoods
Res –	Resources
CG –	Corporate Governance
PPI –	Policy Performance and Improvement
ALMO –	Arms Length Management Organisations
EL –	Education Leeds

## Home Energy Efficiency

By 2011, we will have made major energy efficiency improvements and will be ready to start delivering new technologies in bulk.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
1. To seek to broker short, medium and long-term carbon reduction targets with partner organisations who are in a position to affect change to Leeds' housing	Engage social landlords and negotiate achievable CO <sub>2</sub> reduction targets through improved energy efficiency and use of renewables across their housing stock.	George Munson (DVD), Keith Gibson (ENV)	Leeds based social landlords	Targets negotiated April 2010	CO <sub>2</sub> reductions from major housing providers included within strategy, demonstrating partnership approach. Optimal Standard Assessment Procedure (SAP) target of 80 or better per dwelling up-graded.	-	Minimal
2. Support landlords to install cost-effective energy efficiency measures into all households as quickly as possible and to trial and finance new cost-effective insulation and renewables technologies	Develop support for social landlords to enable them to install renewable energy or combined heat and power in suitable properties.	Keith Gibson (ENV)	Leeds based social landlords	Support programme confirmed by April 2010	Ongoing reduction in CO <sub>2</sub> beyond life of the Decent Homes programme	-	Minimal
	Provide advice to private landlords to improve dwellings below a SAP grade of 35, backed up by enforcement action (linked to Private Rented Strategy and Landlords Code of Standards) where necessary.	Andy Beattie (ENV), Mike Brook (ENV), Keith Gibson, (ENV)	Leeds based private landlords, Landlords association	Targets negotiated April 2010	Year on year reductions in CO <sub>2</sub> emissions from private sector housing. Optimal SAP target to 65 or better per dwelling upgraded.	-	Minimal Within existing staff resources
	Continue to provide information and grant advice to Leeds ALMOs and Registered Social Landlords (RSLs) to enable them to cost-effectively improve the energy efficiency of their dwellings.	Keith Gibson (ENV)	Leeds based social landlords	ALMOs and RSLs report CO <sub>2</sub> reductions annually	Year on year reductions in CO <sub>2</sub> emissions from public sector housing. Optimal SAP target to 80 or better per dwelling upgraded.	-	Minimal

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Support the three Leeds ALMO to install cavity and loft insulation up-grades as part of the Decent Homes Standards	Keith Gibson (ENV)/ALMOs	Leeds based social landlords	2000-2010	An increase in the stock average SAP ratings of 3 SAP points pa	-	Minimal, due to limited ALMO capital budget spend on energy efficiency
3. Develop a programme to provide appropriate energy efficiency improvements linked to Energy Performance Certificates recommendations (and to go beyond recommendations) for newly purchased and rented properties	Work programme tbc	Keith Gibson (ENV)	Letting Agents, Estate Agents	Programme confirmed by April 2010		-	tbc
4. Develop and implement new area-based and public/private and voluntary sector marketing and funding support approaches to assist householders to choose to be energy efficient and carbon neutral wherever practicable to do so	MAJOR Trial a new 'free at point of delivery' scheme to provide free loft and cavity wall insulation (plus a range of other measures) to up to 1,000 households regardless of income. To commence in most deprived areas and potential to roll out to all fuel poor areas dependent on funding requirements and cost-benefit analysis.	Keith Gibson (ENV)		Trial completed by July 2010	Pilot 1,000 major energy efficiency measures delivered, reducing CO <sub>2</sub> by over 550 tonnes pa. <i>Roll-out tbc - circa 50k major measures, 25,000 tonnes CO<sub>2</sub> saved</i>	-	Pilot £220k (existing resource) (Roll-out tbc.)
	Work with ALMOs and RSLs to provide detailed evidence to utilities in order to broker bids to the Community Energy Saving Programme (CESP) to finance improvements in hard-to-treat homes (e.g. solid walled, system built etc).	Keith Gibson (ENV)	Utility partner	Successful bid, Dec 09; installations completed Sept 2010	At least one area in Leeds included within CESP trial, leading to major energy efficiency improvement and CO <sub>2</sub> reductions to circa 700 hard-to-treat homes.	-	Circa ½ FTE to support and promote work
	Deliver an Area Based Initiative to 10 wards between 2009/11. Systematically work up from the most deprived ward in Leeds offering free/discounted energy efficiency improvements, in partnership with a utility.	Keith Gibson (ENV), Property Services	tbc	Contract let by February 2010; works completed by March 2011	Facilitate 10,000 major energy efficiency measures and refer 3,000 clients for free assistance. Reduce emissions by 1 tonne per dwelling supported	-	½ FTE to project manage the contractors
	Since 1996, the Fuelsavers Team have brokered significant energy efficiency improvements to all tenures in Leeds to a value of £40 million per annum	Fuelsavers (ENV)	Utilities, Warm Front	Actions to 2011 upon close of HECA activity	Reduction in CO <sub>2</sub> emissions of 80,000 tonnes per annum against 1996 baseline of 3.5m tonnes	Annual HECA Report 2010 being the 13 <sup>th</sup> Year of 15	½ FTE for data collection and analysis
5. Provide good house-keeping advice to occupants regarding heating, hot water, appliances and lighting, including appliance purchase and disposal	Build on the successful Energy Reader loan trial in the Otley library to roll-out Energy Readers to all main libraries (and available to all via inter-library loans) to enable residents to understand how electricity is used at home and where efficiency savings could be made.	Nina Eastwood (DVD), George Munson (DVD), Robert Curtis (ENV)	Utility partner (tbc)	Energy Readers in all main libraries by end Jan 10	Residents have free access to detailed data to enable them to understand how to save electricity at home. Target to loan each Energy Reader at least 10 times pa.	-	Within existing library staff time  £2700 to purchase readers (£2700 contribution from utility partner)

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Promote the Energy Saving Trust Advice Centre (ESTAC) advice line and Act onCO <sub>2</sub> support to Leeds residents to provide access to tailored advice on domestic energy efficiency and renewable energy.	Fuelsavers (ENV)	Yorkshire Energy Services ESTAC	Quarterly progress reports from the ESTAC	5,000 residents annually use the ESTAC advice service.	-	Minimal

### *Sustainable Transport*

**By 2011, the proportion of car-based trips into central Leeds will have decreased and we will have a plan to reduce congestion and emissions through investment in the transport network, particularly public transport, coupled with appropriate demand management.**

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
6. Use Transport for Leeds (TfL) results to build a strong, well supported, case for major infrastructure investment	MAJOR Include CO <sub>2</sub> emissions, alongside support for the Leeds economy, as the key success criteria for the TfL work programme. Assessment of CO <sub>2</sub> impacts to be based on the new Leeds multi-modal transport model alongside air quality model.	Dave Gilson (DVD), Andrew Hall (DVD), Tim Harvey (DVD)	Metro, consultants	Favoured Scenario Jan 10; Detailed Model end Feb 10; Business Case for submission to Government end Dec 10.	Strong business case to Government for major transport investment package that supports the economy and reduces CO <sub>2</sub> emissions (level to be quantified following modelling exercise, likely to be 10,000s tonnes pa).	-	Tbc on completion of TfL development programme.  Any investment package will require major contribution from Government
	MAJOR Secure local, regional and national funding to deliver the New Generation Transport (NGT) work programme. Ensure that the selected solution minimises CO <sub>2</sub> emissions, through using the Environment Statement to assess direct system and modal shift emissions impacts.	Dave Gilson (DVD), Francis Linley (DVD)	Metro	Major scheme business case submitted in Oct 09; Transport and Works Act Order Submission in Summer 10; DfT conditional Approval Apr 12; Full DfT Approval June 13; Operational Mar 16	New, low carbon, public transport system available for parts of Leeds to provide an attractive lower carbon alternative to private cars. CO <sub>2</sub> reduction tbc (1000s tonnes likely).	-	Circa £250m (prioritised by Regional Transport Board subject to Department for Transport approval)

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
7. Work with employers to incentivise sustainable transport and to make sustainable transport information more accessible	Promote Travel for Work and the Travel Plan Network to organisations throughout Leeds and assist organisations to implement travel plans. To encourage take up provide incentives and support such as discounted Metrocards, priority access to travel plan support services, feed back on performance, events, competitions and membership certificate.	Ray Hill (DVD)	Yorkshire Forward, METRO, Travel for Work Partnership and Travel Plan Network	Annual monitoring	To achieve a year on year increase in the number of Leeds based organisations with Travel Plans from the current baseline of 100 member organisations in Leeds.	-	Travel for Work Partnership funding is due to end in March 2010.  Future funding is unsecured.
	Continue to develop and promote TravelWise Initiatives to encourage greener travel, including Carshareleeds.com (a free car share matching site for all Leeds and beyond), Walkit.com (free journey planner for Leeds' pedestrians) Leeds City Car Club (hire by the hour car club for business and residents use which reduces overall car use as members make more journeys by sustainable modes) and Bike Week (annual celebration of cycling).	Ray Hill (DVD)	tbc	National Walk to Work day celebrated in April. Bike Week Campaign annually in June.	Increase members of carshareleeds from current level of 3,000 individual members. Car club expansion to residential districts and promotion as an alternative travel option in corporate travel plans leading to increased membership and patronage	-	Staffing 1.5 FTE (one FTE funded to March 2010)  The Annual resource budget is £30k Revenue.  A total of £42K Capital is required for Car Club expansion, currently unfunded.
	Develop Leeds Travel Info website. Congestion busting by giving the public travel information on all modes. Use of text/email alerts to warn of unusual congestion	Gordon Robertson (DVD)	Mott MacDonald	Ongoing improvements	Significant numbers of people making journey choices based on live information, thereby reducing emissions from congested traffic.	Web site survey reveals 80% change journey time/mode/route.	Current work covered by UTMC budget.
	Utilise opportunities from New Ways of Working to both deliver efficiency savings and reduce CO <sub>2</sub> emissions from transport. Key policies include removal of free staff city centre parking through Corporate Car Parking Strategy and developing flexible working to reduce staff travel through better use of IT and home working.	Liz Bennett (DVD)		Ongoing	CO <sub>2</sub> emissions from staff travel reduced and efficiency savings made.	Implementation of charging arrangements for employee city centre car parking. NWOW Pilot has gone live and is recording associated travel. Closer links needed with IT and HR to work up reduced travel benefits.	1 FTE and £15K budget
	Continue to develop and deliver the Leeds City Council Corporate Travel Plan to reduce CO <sub>2</sub> from staff commute and staff travel. Key actions include promotion of sustainable travel options to staff; salary sacrifice Bike to Work scheme; and development of site audits, new cycle storage, and site travel plans.	Liz Bennett (DVD)		Ongoing	CO <sub>2</sub> emissions from staff travel reduced.	Bike to work scheme to be re evaluated for next year and continued as part of a wider employee benefits package. Site travel plans and associated audits due for completion by the end of the year.	1 FTE and £15K budget

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
8. Continue to promote smarter choices and sustainable modes including walking and cycling as an alternative to driving	MAJOR Work with the West Yorkshire LTP partnership to develop a strong bid for LTP3 that prioritises tackling climate change (including improving resilience) and supporting economic growth. Support WYITA with analysis of key climate issues using SEA.	Andrew Hall (DVD), Gwyn Owen (DVD), Dave Cherry (DVD)	WY ITA (Metro), W Yorkshire LAs, Highways Agency, Transport Operators	Bid drafted and submitted June 2010; LTP3 starts delivery April 2011.	LTP3 funding contributes to improving sustainability and the resilience of the transport network. CO <sub>2</sub> reduction tbc (1000s tonnes likely).	-	tbc by DfT during 2010
	Implement the Leeds Core Cycle Network phase 1 programme to create a well connected network of routes to and around Leeds city centre to improve cycle safety and encourage cycling.	Tim Parry (DVD)		3 routes completed 09/10; 3 routes completed 10/11 and remaining 11 completed end 2013	Increase in percentage of journeys to Leeds by bike as monitored by the Annual Travel to Work Survey.	-	Total cost £9m. £1.5m confirmed so far for first routes
	Improvements to UTC control room operations to enable more efficient reaction to incidents causing congestion. Use of journey times etc to give early warning	Gordon Robertson (DVD)		Ongoing	Congestion due to incidents eased	-	Within current UTMC budget
	LTP2 work programme contains actions designed to encourage more sustainable transport, reduce vehicle emissions and manage travel demand all of which can reduce CO <sub>2</sub> .	Andrew Hall (DVD), Gwyn Owen (DVD)	W Yorkshire LAs, Metro, Highways Agency	Annual monitoring to 2011 when LTP2 is complete.	LTP2 funding contributes towards a target that emissions from transport in Leeds stay static or decline between 2006-11.	-	circa £40m (06-11) for integrated transport element
	Influencing travel behaviour through Planning powers. The new Supplementary Planning Document (SPD) on Travel Plans requires new developments to write and introduce travel plans with binding targets.	Christine Hamshere (DVD), Development Control Officers (DVD)	Developers	Annual monitoring (March)	Modal shift away from the car for commuter journeys, resulting in a reduction in CO <sub>2</sub> emissions as measured by the Annual Snapshot Travel to Work Survey	Approx 300 sites with planning obligations to travel plan (but as yet no enforcement).	1 FTE
	Continue to make provision for high quality pedestrian and cycling routes in traffic calming schemes, 20mph zones, road safety schemes and new developments.	Gwyn Owen (DVD), Tim Parry (DVD), Highways (DVD), Development Control (DVD)	Developers	Ongoing	Existing cycle and pedestrian routes expanded and connected to make non-motorised transport modes a viable alternative.	-	1 FTE supporting the work.  Minimal additional costs to make individual schemes high quality for walking and cycling. Capital cost marginal.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Work with schools to develop School Travel Plans, and promote sustainable transport options including Yellow Buses, walking buses, Walk to School Week and other mode shift activities. Includes influencing BSF programme to ensure sustainable access to new schools.	Sue E Walker (DVD), Education Leeds, PPPU	Schools/Education Leeds/Metro	Travel Plans developed for all Leeds schools by end 2010. School census data to monitor use of Yellow Buses.	All schools have clear plans to enable children and staff to travel to school in modes other than the private car, reducing CO <sub>2</sub> . New schools designed with appropriate facilities to encourage non-car modes and constrain travel by car.	-	Staff team of 3 FTE.  All Government grants of circa £130k supporting this programme due to end 2012.
	Identify and programme infrastructure proposals to create conditions necessary for more safe and sustainable travel to school (non-car modes).	Gwyn Owen (DVD), Sue E Walker (DVD)		Ongoing	Specific barriers to sustainable travel removed.	-	Circa £200K. to be funded through LTP.
	Provide information to the public (web site/text alerts, variable message signs (VMS), journey time cameras) to enable them to avoid congested routes	Gordon Robertson (DVD)	TBC	Some journey time information available end 2009. All radials end 2010. 10 free text VMS installed Mar 2010	Regular congestion eased, thereby reducing the excess CO <sub>2</sub> emissions from stationary and crawling traffic.	-	
	High quality city centre map produced giving clear information on walking times between city centre locations to encourage pedestrians	Cath Follin (DVD)	Marketing Leeds, Walkit	Folded Map produced and widely distributed; new map will be placed in on-street map holders as a temp measure until new onstreet wayfinding system installed by Mar 2011.	Increase in pedestrian numbers in city centre	-	Legibility work has £1.2m budget already allocated.
	Continue to support the existing High Occupancy Lanes on Stanningley Road and East Leeds Link road and consider new route on Roundhay Road.	Andrew Hall (DVD), Gwyn Owen (DVD)		If go-ahead received, start on Roundhay Road HOV scheme by April 2010.	Increase in car sharing	-	Roundhay Rd Circa £700k capital  Ongoing revenue costs for monitoring
	Continue to support the existing Metro free City Bus and investigate opportunities to expand route south of the river	Andrew Hall (DVD)	Metro		Modal shift from cars/taxis to bus	-	Circa £200k pa
9. Work closely with Cenex, DfT and other partners to investigate ways to cost-effectively procure low emissions fleet vehicles	Investigate technical potential and financial viability of a permanent biomethane refuelling network and a strategic network of electric vehicle refuelling points.	Dave Cherry (DVD), Terry Pycroft (Res)	Cenex, other commercial partners (eg large fleet operators)	Decision taken by end of 2010	Evidence based assessment of infrastructure needed to support transition to low carbon vehicles (both gas and electric).	-	Minimal staff time to develop bid  Tbc – potential funding from Cenex through the refuelling infrastructure platform grant

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Use the Low Carbon Vehicle Procurement Programme to purchase 16 hybrid and 4 fully electric fleet vehicles (cars and small vans). Assess operational effectiveness and financial viability.	Terry Pycroft (RES), Richard Crowther (DVD)	DfT	Procurement completed by March 2011. Assessment by end 2012.	Direct reduction of fleet vehicle emissions. Dependent on outcome of assessment, change vehicle procurement policy to favour most effective low carbon vehicles.	-	Minimal staff time for monitoring and data provision  Grant of £367 from DfT for additional cost of vehicles (above diesel equivalent)
	Develop a handbook and toolkit to support other local authorities, Leeds partners and fleet managers to implement and monitor success of low carbon vehicles. Funded by the Low Emission Strategy Development Project (LESDP).	Dave Cherry (DVD)	Cenex, ITS University of Leeds	Completed and promoted by end 2010	Learning shared with partners to encourage them to also procure appropriate low carbon fleet vehicles.	-	Minimal  Funding for handbook through Defra and LESDP
	Trial two biomethane refuse vehicles and assess technical and financial performance compared to diesel vehicles.	Dave Cherry (DVD), Terry Pycroft (RES), Richard Crowther (DVD)	Cenex	Trial complete by end of 2009.	Direct emissions reductions. Operational experience of biomethane refuse vehicles. If successful, procurement of new refuse vehicles to favour biomethane.	-	Minimal  Cenex £10k to support comprehensive monitoring of trial

### *Partnership Emission Reduction*

By 2011, it will be clear that the public and private sector in Leeds are showing leadership by working together to make significant carbon reductions.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
10. Ensure high uptake of the Leeds Climate Charter by partners in order to monitor and report emissions reductions from organisations in Leeds	MAJOR  Encourage partners to sign the Leeds Climate Charter in order to demonstrate to people of Leeds that major organisations in the city are taking climate change seriously.	Amanda Burns (DVD)	<i>Potential Signatories</i> Universities/colleges, NHS, West Yorkshire Police, Fire service, ALMOs, suppliers, major businesses, sports clubs <i>Partners to help promote</i> Energy Savings Trust, CO <sub>2</sub> Sense, Leeds Chamber, Federation of Small Businesses, City Centre Leeds	Target to achieve 25 signatories (particularly organisations active in the Climate Change Partnership) by April 2010, comprising at least 5% of total emissions from Leeds	Increasing number of partners actively involved in emissions reduction activities. CO <sub>2</sub> reductions circa 60,000 tonnes pa by 2020	-	<£1,000 initial investment in promotion tool(s) designed to be reused  Minimal Minimal

Strategy commitment	LCC specific actions	Lead ( <i>contributors</i> )	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Identify suitable existing tools and develop new tools and resources to support Charter signatories.	George Munson (DVD)	CO <sub>2</sub> Sense, Carbon Trust,	Ongoing	Incentive for partners to join and report progress and practical support available to help them to reduce CO <sub>2</sub> emissions	-	tbc
	Monitor and report total emissions and emissions reductions from Charter signatories	George Munson (DVD)	Charter signatories	April 2010 and annually thereafter	Clear summary of total partner emissions and annual emissions reductions	-	Minimal
11. Identify and act on opportunities to work together on joint carbon reduction opportunities	As part of the RIEP programme, work with street lighting colleagues across the 5 W Yorkshire authorities to develop a specification for lighting ballasts and fixtures that would be suitable for forward commitment procurement.	George Munson (DVD), <i>Ian Moore (RES)</i>	West Yorkshire authorities, RIEP, manufacturers, REY	TBC	Reduced capital cost of energy efficient street lighting	-	tbc
	As part of the RIEP programme, work with AWYA to jointly organise a secondary schools carbon reduction conference, targeted at head teachers and bursars, aiming to increase understanding of carbon reduction business case and desire to access support to reduce emissions	George Munson (DVD), <i>Steve Ruse (ELS)</i>	AWYA, secondary schools, West Yorkshire authorities	November 2009	Greater take up of support to reduce emissions from secondary schools leading to significant carbon reductions.	-	Minimal. £15k from RIEP secured to run conference.
	CHP and Community Heating expansion for Civic Quarter – see action 24	George Munson (DVD)	-	-	-	-	-
12. Encourage staff involvement through city-wide Energy Guardians schemes	Encourage Charter signatories and others to use EG resources and attend LCC meetings	Amanda Burns (DVD) <i>Sam Grimwood (DVD)</i>	<i>Partners to help promote</i> Energy Savings Trust CO <sub>2</sub> Sense Chamber of Commerce Federation of small businesses	Ongoing from May 2010	Roll out toolkit/ resources/ framework to charter signatories to assist in fulfilling charter commitments	-	See box below
	Develop and maintain Energy Guardian (EG) network to support carbon and energy reduction within LCC	Amanda Burns (DVD) <i>Sam Grimwood (DVD)</i>		Development of Energy Guardian tools and resources for LCC employees Sept to December 2009	Increased staff engagement and reduced carbon emissions from council operations to support the NI185 targets		£3,000 to update/develop materials 0.5 FTE

Strategy commitment	LCC specific actions	Lead ( <i>contributors</i> )	External partners	Timescales	Outcome	Annual Progress Update	Resources
13. Explore the use of prudential borrowing powers and other sources of finance to raise capital to deliver city council carbon reduction commitments in Leeds Strategic Plan	Develop and deliver a medium to long-term Carbon Reduction Strategy for LCC buildings, including a new Sustainable Building Procurement Strategy	Peter Lynes (DVD)/John Ramsden (DVD)	-	Presentation to Cabinet September 2009; Strategies completed early 2010	Clear plan to achieve year on year carbon reductions through investment in energy efficiency and renewables, leading to near carbon neutrality by 2026; new buildings maximise CO <sub>2</sub> reductions to avoid need for expensive retrofitting.	-	Strategy development within existing staff resources.  Whole life costing will be used to justify any additional capital expenditure, through future revenue savings. Prudential borrowing will be used to access additional capital requirements.
	MAJOR Work with the Core Cities Climate Change Group to develop a strong business case for joining the Clinton Climate Initiative (CCI). Trial and evaluate the Building Energy Efficiency Programme ESCo (BEEP) arrangements in 5 buildings prior to fully committing to use this mechanism across the corporate estate.	George Munson (DVD), John Kearsley (Res), Malcolm Foster (CG), Doug Meeson (Res)	Core Cities, GLA, Clinton Climate Initiative	CCI joined Nov 09; trial of 5 buildings in each authority Sept 10, full roll-out March 11	15-20% emissions reductions from corporate buildings included in CCI	-	(cost contained within NI185 action below)
	MAJOR Deliver the carbon reduction opportunities for buildings, street lighting, fleet and staff travel as identified in the NI185 (Carbon Emissions) Action Plan	John Kearsley, Peter Lynes (DVD), Terry Pycroft (RES), Ian Moore (RES), Liz Bennett (DVD), Jon Andrews (DVD), George Munson (DVD)	Carbon Trust, Salix Finance, Core Cities, Cenex	Progress monitored and reported each quarter	Achieve NI185 target to reduce corporate emissions by 3.4% over two years to 2010/11 (existing budgets). 47,300 tonnes pa by 2020.	-	Circa £30m of loan funds/ prudential borrowing for 2020. Ongoing energy savings and reduction in Carbon Reduction Commitment available to repay debt.

## Waste and Resource Efficiency

By 2011, we will have clear plans in place to turn waste in Leeds into valuable resources.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources												
14. Help residents to recycle more of their household waste through education and the provision of enhanced recycling services	<p>Develop schemes to facilitate the re-use of resources:</p> <ul style="list-style-type: none"> <li>Trial re-use of Waste Electronic and Electrical Equipment (WEEE) with the Community Sector and support Leeds based Authorised Approved Treatment Facility (AATF)</li> <li>Develop a re-use shop at East Leeds Household Waste Site to intercept goods before they enter the waste stream</li> </ul>	Liz Behrens (ENV)	CVS Community Recycling Network (REY)	2010/11	Decrease in the amount of reusable goods entering the waste stream, increase in remanufactured goods and overall reduction in waste to landfill.	-	Minor Officer time  Minor Funding secured through capital programme for redevelopment of East Leeds HWSS £1.5 m												
	Increase range of materials collected at the kerbside by undertaking a pilot for segregated waste collections, including the collection of food waste.	Liz Behrens (ENV)	WRAP Rotate Customers	2009/10	Reduction in waste sent for landfill and increase in recycling	-	Minor £477k pilot delayed until Feb 2010												
	Develop tailored communication campaign to promote services to differing demographics.	Tom Smith (ENV)	Customers	2009/10	Maximise correct participation in existing services	-	1 FTE  Budget tbc once programme is fully developed												
	Develop and implement improvement strategy to provide recycling to all sections of the community regardless of housing type.	Tom Smith (ENV)	Customers	2009/10	Flexible approach enables close to 100% of residents to have access to and participate in doorstep recycling.	-	1 FTE  Budget tbc once programme is fully developed												
	Develop joint education and awareness campaigns emphasising the link between waste and climate change.	Tom Smith (ENV), Amanda Burns (DVD), Sajda Khaliq (ENV)		Ongoing	Residents with a positive view of recycling more likely to participate in other climate positive behaviours.	-	Minimal staff time  Anticipate this activity will reduce total communications costs												
	Develop range of policies to support waste minimisation and recycling.	Liz Behrens (ENV)	Customers	Ongoing	Supportive policy framework.	-	Minor Officer time within existing resources												
	Deliver the recycling targets in the Leeds Waste Strategy.	Liz Behrens (ENV)		Annually monitored recycling targets	<p>Significant reduction in waste to landfill with recycling targets met:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target %</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>35.9</td> </tr> <tr> <td>2010/11</td> <td>41.33</td> </tr> <tr> <td>2011/12</td> <td>41.33</td> </tr> <tr> <td>2012/13</td> <td>43.09</td> </tr> <tr> <td>2020</td> <td>50</td> </tr> </tbody> </table>	Year	Target %	2009/10	35.9	2010/11	41.33	2011/12	41.33	2012/13	43.09	2020	50	-	Range of actions.
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2009/10	35.9																		
2010/11	41.33																		
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2012/13	43.09																		
2020	50																		

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	Target key waste streams for minimisation: continue to offer subsidised composters to Leeds residents	Liz Behrens (ENV)	Local Government Partnership	On-going	Removal and sustainable disposal of green waste	-	Minor No cost to authority. Officer time within existing resources
	Undertake a strategic assessment of Household Waste and Bring sites to understand resident need for new or improved sites.	Liz Behrens (ENV)	Customers	2009/10	Strategic approach in place for provision of existing and future recycling sites.	-	Range of actions required. Financial impact not quantified, assessment still being undertaken
15. Work in partnership with key business support organisations to deliver resource efficiency improvements within businesses across Leeds	Promote the LCC recycling contract to include collections from partners, charities and small business en route.	Sam Grimwood (DVD)	AWM	Ongoing	Small organisations empowered to recycle where no opportunities previously existed.	-	Minimal staff time
	Promote the use of recycled products to the public and organisations with in Leeds through partnership with Resource Efficiency Yorkshire (REY).	Liz Behrens (ENV)	REY	Ongoing	Awareness of alternatives raised with public. Demand for recycled products grow.	-	Minor Officer time within existing resources
	Empower consumers and business to prevent waste by producing the 'Business Waste Handbook' for Leeds	Liz Behrens (ENV)	Businesses REY Regional LA partners	Ongoing	Easier for businesses to reduce and recycle waste therefore reduction in waste to landfill.	-	Minor Spend £11k initial design and print costs for c4000 businesses.
	Share good practice from LCC and our partners with other organisations in Leeds to encourage others to improve resource efficiency.	Sam Grimwood (DVD), Amanda Burns (DVD)	Leeds Initiative	Ongoing	Efficient sharing of information.	-	Minimal
16. Within existing plans for recycling and residual waste treatment, push for maximum carbon reductions through appropriate segregation of waste and utilisation of best technology solutions	MAJOR Deliver PFI procurement project for residual waste treatment facilities.	Andrew Lingham (ENV)	Development partner	2014 to commence full operations	Recovery of value from residual waste and major reduction in waste to landfill. Circa 20-55,000 tCO <sub>2</sub> pa reduction by 2020.	-	Circa £70m (secured through PFI credits)
	Specify that the Residual Waste Treatment Facility must have the capability to capture both process heat and electricity in order to maximise the carbon reduction potential of the development.	Andrew Lingham (ENV)	Development partner	Contract close scheduled for late 2010	Ability to provide carbon neutral heat and power to both new and existing buildings as part of the AVL urban eco-settlement.	-	tbc
	Support appropriate applications from the private sector for anaerobic digestion plants or similar to derive maximum benefit from putrescible waste streams across the city.	Max Rathmell (DVD)		Ongoing	Effective use of putrescible waste to reduce methane emissions and generate a low carbon fuel	-	Within existing resources

## Business Emission Reduction

By 2011, major businesses will be taking action to reduce carbon emissions and smaller businesses will have appropriate support in place.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
17. Work with Leeds Chamber, Business Link and other business support organisations to promote Leeds Climate Charter	See 12 above	George Munson (DVD), Amanda Burns (DVD)	See 12 above	See 12 above	See 12 above	See 12 above	See 12 above
	Provide guidance and support to regulated businesses (companies operating Part B and Part A2 activities).	Janet Neve	Carbon Trust, REY	Ongoing	Regulated businesses assisted to become more energy efficient	-	Within existing staff resources
18. Promote Carbon Action Yorkshire's services to deliver carbon savings to major businesses in Leeds	Continue to participate in appropriate CAY activities, including Carbon Trading Yorkshire, schemes for changing behavioural models, new techniques and technologies, and promotion and exploitation of renewable fuels.	Peter Lynes (DVD)	Carbon Action Yorkshire	Ongoing	Access to support and finance to achieve innovative carbon reductions	-	Minimal staff time CAY resources for specific projects
	Coordinate and support the retail sector, as Leeds largest business sector, to promote delivery of carbon savings in the city centre.	Cath Follin (DVD), George Munson (DVD)	Leeds Retail Association, Leeds City Centre Partnership Board	Monitor via the LCCP board meeting on an annual basis	Raise profile of issue, encourage business to achieve actual, measurable reductions, produce a retail business as best practice model.	-	Minimal
	Help to promote the Carbon Trust Occupiers scheme to ensure that Leeds receives at least one major Low Carbon Refurbishment	George Munson (DVD)	Carbon Trust Ventures	Building selected by April 2010; refurbishment completed within 18 months of selection	Business case for building/refurbishing to high standards is made, facilitating more low carbon development from private sector.	-	Minimal
19. Develop a Green Directory for Leeds to provide advice to businesses on a range of low carbon activities, linked to business-to-business services	Provide advice on Leeds Initiative website regarding effective business carbon reduction measures across a range of activities. Work with REY to help develop a comprehensive green products directory (with a focus on products manufactured or distributed in Yorkshire) and make links available from the Leeds Initiative website.	George Munson (DVD)	Resource Efficiency Yorkshire (CO <sub>2</sub> Sense)	Information added to website by Jan 10	Easily accessible list of green products available to support low carbon economy in Leeds.	-	Minimal
	Work with other Yorkshire authorities through RIEP to commission research into the green services available to complement the green products research. Host on the Leeds initiative site.	George Munson (DVD)	Resource Efficiency Yorkshire (CO <sub>2</sub> Sense)	Research completed April 10	Easily accessible list of green services available to support low carbon economy in Leeds.	-	Minimal Approached made to RIEP for £30k to support research.

## Low Carbon New Developments

By 2011, some major low and zero carbon developments have been built and key developers and planning policies support low carbon development.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
20. Develop and enforce appropriate planning policies and guidance within the LDF and Sustainable Construction Supplementary Planning Document	Finalise and publish Sustainable Design & Construction SPD	Tom Knowland (DVD)	This work was originally funded by the Leeds Renaissance Partnership (Homes and Communities Agency (formerly English Partnerships), Leeds City Council, Leeds Initiative and Yorkshire Forward).	Public consultation Winter 2009/10 leading to adoption Spring 2010.	Reference document for developers and planners. The SPD on sustainable design and construction has the following aim and objectives:-  Aim <ul style="list-style-type: none"> <li>To provide practical guidance to developers in Leeds wishing to build to high levels of sustainable design and construction.</li> </ul> Objectives <ul style="list-style-type: none"> <li>To advise on how development in Leeds can result in reduced greenhouse gas emissions</li> <li>Better adaptation to climate change</li> <li>Reduced impact on the environment overall</li> <li>Creating inclusive development for all users</li> </ul>	-	Minimal
	Develop a detailed Natural Resources and Waste Development Plan Document (NRWDPD) that covers policies on waste management, use of natural resources, renewable energy and flood risk management.	Helen Miller (DVD)		Public consultation Nov - Dec 09, publication draft July 2010; adoption July 2011	Detailed evidence and technical information to support delivery of policies in policies within the Core Strategy.	-	Within existing staff resources
	MAJOR  LDF Core Strategy to include specific policies (including draft policies on CO <sub>2</sub> reduction, sustainable construction, improving green infrastructure and spatial location to reduce need to travel) to promote low carbon and sustainable development.	David Feeney (DVD)		Public consultation Oct-Dec on preferred options, publication and submission Autumn 10, adoption Spring/Summer 2011.	Contingent on Inspector supporting proposed approach, emissions from new commercial and residential developments reduced faster than national building regulations timetable. Circa 20,000 tCO <sub>2</sub> reduction pa by 2020.	-	Within existing staff resources CLG funds to support preparation of infrastructure plan

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	<p>Promote example of good developments that we have facilitated, such as:</p> <ul style="list-style-type: none"> <li>- Greenhouse zero carbon development CITU</li> <li>- Thorpe Park</li> <li>- Town Centre House (office in Merrion Centre refurbished to BREEAM Excellent)</li> <li>- Latitude Red (BREEAM Excellent) BAM</li> <li>- Skelton Grange/ Meanwood Valley</li> <li>- Rosebowl (BREEAM Excellent)</li> </ul>	Jonathan Eyre (DVD)		Case studies will be included in Sustainable Design & Construction SPD	Greater awareness amongst developers of what can be achieved in new developments	-	Minimal
21. Develop skills in Leeds City Council to advise developers on carbon reductions from major developments and renewables applications	Sustainable Construction Officer post filled to work directly with developers and advise and train planners on sustainable construction issues to respond to increased demand.	Tom Knowland (DVD), <i>George Munson (DVD)</i>	N/a	Post filled by Nov 09 as part of restructuring of Environment Policy team	Sufficient internal expertise to effectively assess planning applications and promote sustainable development within the City Council and relevant partners by working with planners, developers and their agents to achieve the highest standard of sustainable construction within the built environment in accordance with Council policies.	-	1 FTE
	<p>Support the development of exemplar projects within Leeds, such as:</p> <ul style="list-style-type: none"> <li>- Hollybush</li> <li>- School of Dance</li> </ul>	strategic design alliance				-	
22. Develop plans to include holistic packages of energy efficiency and renewable energy measures in regeneration projects to achieve transformational carbon reductions	<p><b>MAJOR</b></p> <p>Complete the Aire Valley Area Action Plan and ensure that the proposed Urban Eco Settlement development plan supports the development of a low carbon energy infrastructure</p>	Ann Stewart (DVD), <i>George Munson (DVD), Pete Lynes (DVD), Delton Jackson (DVD)</i>	<p><b>Major stakeholders</b> including landowners, developers, utility providers and the existing and proposed business and residential communities. Partners including Homes and Community Agency, Yorkshire Forward, METRO, Highways Agency, Environment Agency, Natural England, English Heritage.</p>	AVL AAP adopted in 2011. Regularly monitored as part of the Council's Annual Monitoring Report and more detailed analysis of the delivery of the AAP and its sustainable principles	Provide a trailblazing approach to delivering community based mixed-use development incorporating eco-principles at both the strategic and local levels delivering comprehensive sustainable development. Circa 20,000 tCO <sub>2</sub> reduction by 2020.	-	<p><b>On-going progression of AVL AAP – (tbc).</b></p> <p><b>Essential supporting evidence for AAP – (funds not secured)</b></p> <ul style="list-style-type: none"> <li>▪ AVL Sustainable Energy Strategy – (circa 60k)</li> <li>▪ Comprehensive Flood Risk Assessment – (40k)</li> <li>▪ Eco &amp; Innovative businesses – (40k)</li> <li>▪ Transport &amp; NGT – (90K)</li> </ul>

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Ensure next phase of EASEL new build (63 homes) is built to Code for Sustainable Homes (CSH) level 3 and subsequent phase to level 4 or above. Continue to seek funding for energy efficient upgrading of existing terraced housing.	Maggie Gjessing (ENV)	Developers, Homes and Communities Agency	Funding confirmed for next phase of properties to be built to code 3	Lower CO <sub>2</sub> emissions from new build houses than national standards. Refurbished terraced housing achieves significant CO <sub>2</sub> reductions.	-	Circa £6.5m total, 50% funded via Homes and Communities Agency
	Ensure that the Little London and Beeston Hill & Holbeck PFI scheme contributes to reducing carbon emissions by: <ul style="list-style-type: none"> <li>400 new build council homes (125 in LL and 275 in BH&amp;H) specified and maintained for 20 years to at least: Level 4 CSH Lifetime Homes standards Provide recycling facilities</li> <li>1,230 council properties will be refurbished (852 in LL and 378 in BH&amp;H) and maintained for 20 years to at least Eco Homes XB.</li> </ul>	Adam Brannen (ENV)	PFI Contractor, Homes and Communities Agency	Implementation from 2010, service period 2010-2030	Lower CO <sub>2</sub> emissions from new build houses than national standards. Refurbished housing achieves significant CO <sub>2</sub> reductions.	Currently in procurement	Circa £180m PFI Credits for whole scheme, subject to successful procurement and Final Business Case
	Develop a mix of high quality and affordable Lifetime Homes and Extra Care services for Older people under the Leeds PFI Round 6 Lifetime Neighbourhoods for Leeds Project. Aim to build new houses, where possible, to meet Code for Sustainable Homes Level 5.	Phil Charlton (ENV), PPPU	PFI Contractor, Homes and Communities Agency	Outline Business Case to the HCA in late autumn 2009. It is anticipated that physical development will commence 2013.	Code 5 properties are more energy and water efficient, produce fewer CO <sub>2</sub> emissions, are built using materials from sustainable sources and are better for the environment. They also help occupants to live a more sustainable lifestyle and have lower running costs.	OBC still being developed	c£183m PFI credits for whole scheme, subject to approval of OBC, successful procurement and Final Business Case.
	Promote and enforce the Supplemental Planning Guidance for Holbeck Urban Village which sets targets for BREEAM Excellent for non-domestic and Code for Sustainable Homes Level 4 across the 30 hectare development	Vanessa Allen (DVD)	Yorkshire Forward	Ongoing. Estimate full build-out 2020-2025.	New developments are built to higher environmental standards than national policy demands, resulting in lower overall CO <sub>2</sub> emissions.	-	4 FTE (not core funded, supported by YF)  Additional support from renaissance team as required
	Ensure that the Eastgate and Harewood quarter implements BREEAM standards (Very Good and Excellent) for refurbishment and new build. Facilitate the use of CHP both in development and available to other nearby commercial developments and existing properties, including residential tower blocks.	Brian Ablett (DVD), Rowena Hall (DVD)	Leeds Partnership	To fit with the delivery of the Eastgate scheme (end 2017).	To minimise energy demand from new and existing developments and provide energy at lower environmental and financial costs than through the grid.	-	1 FTE  In-kind support of CHP tbc  Scheme funded by Leeds Partnership

## Low Carbon Energy Infrastructure

By 2011, we will have developed major renewable energy and community heating plans that significantly reduce emissions and will be ready to start building them.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
23. Work with Partnership for Renewables to investigate the potential for renewable electricity generation on council owned land	Continue with the Partnerships for Renewables (PFR) feasibility study to find suitable council land to accommodate large scale renewables.	Peter Lynes (DVD), Paul Brook (DVD), Phil Crabtree (DVD)	Partnership for Renewables	Ongoing	One or more large wind turbines (or other renewables) installed on council land, generating renewable energy for consumption by LCC to significantly reduce our corporate carbon footprint.	-	Minimal staff time  PFR will bring private capital investment and pay rent for LCC land.
	Work with landfill operators to maximise the amount of electricity generating capacity from landfill gas.	Max Rathmell (DVD)	Landfill operators	Ongoing	Landfill gas generating capacity remains at circa 9MW until the mid-part of the decade when it will decline.	-	Within existing resources
24. Conduct a feasibility study to assess the potential to expand the LGI/University of Leeds CHP scheme to a much broader part of the city centre	Commission consultants to conduct a detailed options appraisal to assess technical feasibility and financial viability and provide recommendations re best way forward.	George Munson (DVD)	University of Leeds, Leeds Teaching Hospitals, Leeds Metropolitan University and the Carbon Trust	Options appraisal complete end 2009	Sufficient detailed information to allow the partnership to make an informed decision as to whether to proceed or not.	-	Circa £3k  £27k contribution from Carbon Trust and partners.
	Use options appraisal to develop a business case to attract external project finance to expand the district heating network and install new generating capacity (if required).	George Munson (DVD), Energy Leeds,	University of Leeds, Leeds Teaching Hospitals, Leeds Metropolitan University and the Carbon Trust	Project finance in place end 2011; new heating main to Leeds Arena if feasible by 2012	Project finance in place to begin to establish a city centre district heating ring main to provide low carbon heat to existing buildings and new developments.	-	tbc
	Conduct strategic assessment of potential for district heating across the whole of Leeds and to support appropriate policies within the NRWDPD and Core Strategy.	Helen Miller (DVD), George Munson (DVD)	Future Energy Yorkshire	Given support from FEY, commence April 2010, complete April 2011.	Appropriate district heating prioritised for new developments/ refurbishment and regeneration.	-	Within existing staff resource  Consultancy support provided by FEY

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
25. Work with Yorkshire Forward to develop a mechanism to support cost-effective major carbon reduction programmes	MAJOR Build support within LCC and develop a strong business case to establish 'Energy Leeds' as a strategic body to facilitate large-scale energy infrastructure and energy efficiency projects within Leeds. Ensure funding partners (e.g. Yorkshire Forward, Carbon Trust) are supportive.	Tom Knowland (DVD), George Munson (DVD)	Future Energy Yorkshire, Carbon Trust, University of Leeds	Decision whether to establish 'Energy Leeds' made by April 2010	Sufficient detailed information to allow the Council to make an informed decision as to whether to proceed or not. If go ahead, circa 15,000 tCO <sub>2</sub> reduction pa by 2020.	-	tbc
	MAJOR (LINKED TO ABOVE) Assuming decision is to proceed, progress Council project to establish 'Energy Leeds' as a legal entity with staff in place and a project portfolio focussed on delivering the AVL energy infrastructure, city centre CHP expansion and supporting the requirements of RSS/LDF.	Tom Knowland (DVD), George Munson (DVD)	Future Energy Yorkshire Leeds University Yorkshire Forward	Energy Leeds fully operational by end 2011	Leeds is in a position to plan and deliver major energy infrastructure projects to achieve energy security and prepare for the low carbon economy.	-	tbc
	Major Projects Officer post filled to project manage major partnership projects(including sourcing finance), focussing on CHP, community heating and innovative technologies primarily in the non-domestic sector and creation of 'Energy Leeds'.	Tom Knowland (DVD), George Munson (DVD)		Post filled by Nov 09 as part of restructuring of Environment Policy Team	Resource available to coordinate major new carbon reduction infrastructure projects and appropriate guidance in place.	-	1 FTE

## ADAPTATION

### *Risk assessment and priority interventions*

By 2011, we will have developed a clear understanding of what the key climate risks are for Leeds, which parts of the city are most vulnerable, and have a clear plan to make Leeds more resilient.

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
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Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
26. Work with the Environment Agency and others to develop and deliver an appropriate flood defence scheme to protect Leeds city centre	MAJOR Progress plans for city centre flood defence, specifically: (1) Develop, with partners, a Design Vision Guide. (2) Collaborate with Environment Agency to develop technical options. (3) Develop, with partners, an Economic Impact Assessment for use in procuring local funding for the scheme	Dave Sellers (DVD), <i>Planning policy; Land drainage; SDU</i>	Environment Agency, Yorkshire Water, British Waterways, Leeds Civic Trust	(a) EA National Review Group approval has been received: Oct 09 (b) DEFRA/Treasury approval: 2010 (c) Construction start: 2010/11 (d) Construction duration: approx 5 years	City defended to 1 in 200 year standard against flooding from the River Aire (Newlay to Woodlesford). Climate change impacts to be managed by process of progressive adaptation.	-	Circa £160m scheme (sought from Government through EA; council committed to £10m). Protect circa £400m of assets. (The solution is flexible to enable specific allowance for climate change to be made in future as part of this managed adaptive approach)
	Provide flood protection to approx 23 identified individual houses in West Garforth and Thorner using funding supplied by DEFRA grant scheme	Dave Sellers (DVD)	Environment Agency, Residents	Completion by Sept 2010	23 of the most vulnerable houses protected against at least 600mm depth of flooding	-	£130K construction cost to be met by DEFRA. The Council will have to meet admin costs (circa £10K?) (20%? CC element)
	Maintain and develop a multi-disciplinary Action Plan through the Flood Risk Management Group (FRMG) to manage and reduce flood risk in the city, including measures to improve watercourse and gully maintenance, etc	Dave Sellers (DVD)	None	Ongoing	Reduction of flood risk from Council-owned assets and from sources over which the Council can exercise influence	-	Within existing budgets. 20% CC element
27. Work with partners across Leeds to deliver NI188, to identify key climate risks and priority actions	Support Forestry Commission to develop and deliver an assessment of how green infrastructure and particularly mature trees can reduce the urban heat island effect.	George Munson (DVD), <i>Glenn Gorner (DVD)</i>	Forestry Commission, Academic partners (tbc), Yorkshire Forward	Tbc (reliant on Yorkshire Forward funding schedules)	Use results to evaluate whether enhancing green infrastructure would effectively lessen the impacts (heat and flooding) of climate change.	-	Minimal  Forestry Commission awaiting outcome of bid to Yorkshire Forward for study
	Develop and deliver policy within Core Strategy to increase the number of city centre street trees and green roofs in order to reduce urban heat island effect and to help manage flood risk.	Helen Miller (DVD), <i>Glenn Gorner (DVD)</i>	Developers	Target 2020; annual monitoring of green roof coverage.	Achieve target of planting 1,000 street trees in the city centre by 2020. All major developments in city centre to have at least 80% green roof cover.	-	Within existing staff resource
	Adaptation Officer post filled to lead NI188 within the council and with key partners to enhance the resilience of Leeds to the impacts of climate change. The role will include securing funding for new projects (such as vulnerability mapping) and developing appropriate support and guidance for other parts of the council and partners.	Tom Knowland (DVD), <i>George Munson (DVD)</i>	n/a	Post filled by Nov 09 as part of restructuring of Environment Policy Team	Sufficient internal resource available to fulfil adaptation commitments.	-	1 FTE

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Develop a plan to increase the amount and quality of green infrastructure in Leeds to reduce the urban heat island effect and help reduce flash flooding.	Joanne Clough (DVD)	Tbc	Tbc	Tbc	-	Tbc
	MAJOR Lead delivery of Leeds Strategic Plan NI188 commitments by risk assessing priority areas (health and social care; natural environment, transport and utilities; built environment) to identify climate risks and opportunities. To use these results to prepare a management plan.	George Munson (DVD), <i>Dave Cherry (DVD)</i> , <i>Julia Corfield (DVD)</i>	Leeds Initiative partners, UKCIP	Achieve NI188 Level 2 by March 2010 and NI188 Level 3 by March 2011	Major adaptation risks and opportunities well understood in Leeds and a prioritised and resourced management plan in place. (cost/benefit of individual actions tbc)	-	1 FTE to develop plan. Costs of implementation tbc
	Include climate change adaptation issues (particularly flood risk) within Natural Resources and Waste Development Plan Document (NRWDPD), Core Strategy, Area Action Plans and guidance within Sustainable Design and Construction Supplementary Planning Document.	Helen Miller (DVD)		Public consultation Autumn 2009 leading to adoption early 2010.	New developments avoid flood risk areas in first instance. Policies in place to ensure that developments are built with consideration of long-term climatic conditions (e.g. assuming a 60 year design life).	-	Within existing staff resource
	Develop a Local Climate Impacts Profile (LCLIP) for Leeds in order to understand the social and economic impacts of extreme weather events. This uses primary news sources to gather data on extreme weather events over the past 7 years then interviews with service managers to explore and cost impacts.	Julia Corfield (DVD)		LCLIP complete and available on the LI website and intranet by Dec 09	A resource that identifies the current impact of extreme weather on services to help plan and prepare for future climate impacts.	-	tbc
	Continue to develop new adaptation responses (particularly for thermal comfort on NGT, more resilient road surfaces and highway structures) to ensure that LCC continues to be recognised as a national leader in preparing for the impacts of climate change.	Dave Cherry (DVD)		Ongoing	Increased resilience of the transport network to extreme weather. Improved comfort on public transport.	LCC now uses thermal mapping, partial grits and salt sensors to try to reduce road salt application brought about by increased freeze-thaw conditions.	0.25 FTE
	Using 25 years of weather data from central Leeds Met station and with advice from Paul Hudson we have constructed weather trends for key variables which clearly demonstrate that weather patterns in Leeds are largely following those predicted by models.	Dave Cherry (DVD)	Met Office, UKCIP	Annual updates	Better understanding of observed local weather trends and how they relate to modelled predictions.	-	n/a
	Working with the major statutory agencies and led by the PCT (Emergency Planning) Leeds has introduced a Heatwave plan in response to the extreme summer of 2003.	Mark Wilkinson (DVD)	Leeds Resilience Forum	n/a	Plan in place to deal with periods of extreme heat in order to protect the most vulnerable people in society.	-	n/a

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
28. Develop and trial a methodology for detailed vulnerability mapping of key climate risks across the city	Support the Environment Agency and ARUP to expand the Leeds Flood Risk Model to include consideration of impact on vulnerable people/receptors and the ability to provide an emergency response. Trial resultant model with Leeds Resilience Forum.	George Munson (DVD), Dave Cherry (DVD), Paul Buchan (Res)	Environment Agency, Fire, Police, Ambulance Service, ARUP	Model complete summer 09. Trial complete end 09	Improved strategic planning and operational response to flooding.	-	Minimal Contribution from EA to support development of model
	Use results from trial to scope out potential to expand model to whole of Leeds/W Yorkshire and to include additional climate impacts and vulnerabilities. Lead and submit a partnership bid to EU/other funders to develop a full vulnerability model and map for Leeds.	George Munson (DVD), Penny Camateras (PPI)	ARUP, Environment Agency, Resilience Forum	Bid submitted summer 2010; work commence early 2011 to be completed by 2014	Leeds is able to model likely impacts of climate change spatially and use this information to inform strategic and emergency planning and response.	-	tbc

## CROSS CUTTING

### *Information Collation, Coordination and Inspiration*

**By 2011, we will have made important climate change information for Leeds easily available, partnership activities will be well coordinated and we will have inspired mass action to reduce emissions.**

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
29. Develop a 'Climate Change Centre of Excellence' for Leeds, hosted on the Leeds Initiative website	Refine the Environment Leeds pages on the Leeds Initiative website to 3 sections for residents, organisations and partners. Buy and link a specific domain name to allow easy access. Over time, build up local case studies, stories, multi-media clips and links to sources of help for these three audiences.	George Munson (DVD), Amanda Burns (DVD)	Leeds Initiative	Website refined by Dec 09. Domain purchased Jan 10. Population of website ongoing	Easily accessible source of help, support and inspiration	-	<£1,000 0.25 FTE
30. Deliver a climate festival in 2010 in partnership with the community in Leeds	Develop and deliver a 3 day climate festival with Leeds Initiative and city partners. Will focus on positive messages, include contributions from partners across the city, with a focus on the city centre but also activities in outlying area.	Amanda Burns (DVD)	CABE, Leeds Initiative and other city partners (tbc)	Planning - Sept 2009 to July 2010 Delivery – July/August 2010	Create sense of mass action on climate change and increase pledges made	-	£20,000 for basic event 1FTE
	Develop and deliver another major photographic exhibition, similar to Earth from the Air.	Amanda Burns (DVD)	tbc	Oct/Nov 2010	Raised awareness and increase in pledges made	-	£5,000 Minimal

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Support Intergenerational Celebration Week (Green Generations) Festival 2010 by providing publicity and contacts	Lynette Falconer (DVD), Amanda Burns (DVD)	European Commission	29th April – 7th May 2010	Increased awareness in environmental issues, particularly amongst older generations and increase in pledges	-	Minimal
	Deliver World Environment Day Activities as per communications strategy.	Amanda Burns (DVD)	Leeds Initiative and Environment Forum partners	5 June 2010	Increased awareness in environmental issues and pledges made	-	<£1,000 Minimal
	Support Aire Action Leeds partnership to include climate change as a theme in the Waterfront Festival	Rachel Clunas (DVD), Amanda Burns (DVD)	British Waterways	17/18 July 2010	Increase in pledges made	-	Minimal
	Delivery of major outdoor photographic exhibitions (Earth from the Air & Call of the Wild) with strong environmental theme to raise consciousness of global environmental issues.	Amanda Burns (DVD)		n/a	Increased circulation of Environment Leeds and raised awareness	-	n/a
31. Deliver the climate change communications strategy in partnership with communication outlets throughout Leeds, focusing on the Charter and Pledge	Develop and deliver climate change communications strategy	Amanda Burns (DVD)	n/a	Aug to Oct – draft and sign off communications strategy for 09/10 to 2011	Strategy in place leading to increased exposure of positive climate change messages	-	Total of “comms” actions
	Develop, deliver and communicate a sustainability leadership programme for senior managers, directors and Members, utilising support from external partners.	Tom Knowland (DVD), Amanda Burns (DVD), George Munson (DVD)	Forum for the Future, CABE, Core Cities, CAY	Initial workshop delivered Jan 10, participate in CABE’s Sustainable Cities Programme May-November 2010.	Greater understanding of key sustainability issues amongst decisions makers, allowing integration with existing work programmes, One Council working and greater efficiencies.	-	Minimal
	Europe Direct Leeds work programme 2010/11 to include climate change as a communication priority and bid for funds for events	Lynette Falconer (DVD)	European Commission	Bid submitted by end March 10; activities complete April 11.	Increase awareness of EU climate change policies and implications for people of Leeds.	-	Minimal
	Continue to produce Environment Leeds publication quarterly to promote our partners excellent initiatives	Amanda Burns (DVD)	Leeds Initiative partners, Leeds Environment Forum	quarterly	Increased awareness in environmental issues and pledges made	-	£5,000 per annum 0.5 FTE
32. Develop a work programme to encourage and support young people to get involved with climate change activities, through schools and the youth council	Work with the West Yorkshire authorities to deliver Green Day 10 across all 5 local authority areas, providing incentives for schools to get involved and to create legacy programmes.	Steve Ruse (ELS), George Munson (DVD)	CABE, W Yorks LAs, Leeds schools, RIEP	June 2010	50 schools supported to dedicate a whole day to climate change issues.	-	Minimal Circa £50k from RIEP for W Yorkshire CABE and RIEP
	Link with Europe Direct Leeds 2010/11 work programme to include additional climate change events for children and young people	Lynette Falconer (DVD)	European Commission	Ongoing	Increase young people’s awareness of climate change issues	-	Minimal

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Continue to deliver the Healthy Schools, Sustainable Schools and Green Check programmes to support schools to reduce the impact of their operations and to increase awareness of climate change issues amongst pupils. (examples of growing projects, recycling, renewables and awareness projects)	Steve Ruse (ELS), Susan Upton (ENV), Ania Campbell (DVD)	Groundwork	All schools registered end 2010, achieve satisfactory by 2012, good by 2015 and outstanding by 2020	All schools to have environmental management system in place.	-	1 dedicated FTE  Some support from other ELS and LCC staff as required
	Stan Kenyon Schools Challenge. Themed local environmental education projects prepared by schools are asked to consider climate change as part of their work. Theme for 09 is 'lungs of the city' and consider recycling as the topic for Stan Kenyon for 2010 challenge	Geoff Jones (DVD), Linda Banks (DVD)	Education Leeds Schools Sponsors from the public and private sectors	Annual Event. School entries December. School projects Jan/Feb. Assessment and Awards ceremony March.	Increased awareness amongst young people. Actions in schools and the local community to combat climate change.	15 annual challenges completed. 90 schools have participated. Many school and local projects completed.	Minimal  External sponsorship
	'Think Climate, Think Change' Europe Direct funded competition 2009/10 for schools organised by Libraries, Museums and Education Leeds.	Linda Banks (DVD)	European Commission	Competition closes Dec 09; Awards Jan 10	Increase young people's awareness of climate change issues	-	Minimal  EU funding for prizes
	Promote free European Commission materials and resources on climate change and environment to schools to increase use	Lynette Falconer (DVD)	European Commission	Ongoing	Increase teachers and young people's awareness of climate change issues	-	Minimal
	CABE Green Days 08 and 09	Steve Ruse (ELS)	CABE, Leeds schools	n/a	23 schools in 2008 and 47 schools in 2009 supported to dedicate a whole day to climate change issues.	-	n/a

### *Moving to a Low Carbon Economy*

**By 2011, the economic imperative of successfully tackling climate change is clear to the Leeds business community and a skills development programme has been agreed to help develop the low carbon economy.**

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
33. Complete an assessment of the economic value of the risks and opportunities from climate change in Leeds and reflect these findings in future plans	<b>MAJOR</b>  Provide economic data and intelligence to support the University of Leeds to help complete an assessment of the impact of climate change on the economy of Leeds, under business as usual and low carbon economy scenarios.	Tom Holvey (DVD), Paul Stephens (DVD)	University of Leeds	Ongoing support until study complete in 2011	A persuasive economic rationale for increased support for the transition to a low carbon economy and clear priorities.	-	Minimal

Strategy commitment	LCC specific actions	Lead (contributors)	External partners	Timescales	Outcome	Annual Progress Update	Resources
	Help to disseminate the findings of the University of Leeds' study to local partners and to build the outcomes into future economic plans for Leeds.	Tom Holvey (DVD)	Leeds Chamber	2011 onwards	Understanding and support from partners to prioritise the low carbon economy in Leeds.	-	Minimal
34. Work with the Economy and Skills partnership to jointly understand the skills gaps and new skills required to achieve a low carbon, resilient, economy	Action tbc, but will build on the outcome of the economic assessment for Leeds (action 33)	Paul Stephens (DVD)	Economy and Skills partnership	Tbc	Tbc	-	Tbc
35. Encourage the use of sustainable procurement to drive demand for low carbon goods and services	Evidence of additional collaborative approaches (regionally, locally and within the LA sector) taken to reduce carbon impacts in service delivery	Peter Leighton-Jones (CG)	Yorkshire LAs, RIEP, YPO	Annual monitoring of new collaborative approaches	Increased efficiency, reduced cost and lower carbon procurement of goods and services	-	Within existing resources
	<b>MAJOR</b> Where there is scope to do so, measures to reduce carbon impacts throughout the commissioning cycle are introduced based on recommendations from the SRP toolkit.	Peter Leighton-Jones (CG)	All LCC directorates	Annual monitoring using achievement register to measure % of medium-high scope contracts awarded that contain carbon reduction criteria	Reduced direct and indirect carbon emissions from procurement of goods and services.	-	Anticipate majority of CO <sub>2</sub> reductions in procurement will have net financial benefit by reducing energy use or improving efficiency.
	Business case to ban the use of bottled water from our buildings on environmental and cost grounds accepted by Council. New contract brought in that only services plumbed-in water coolers.	Peter Leighton-Jones (CG)		All non-plumbed in water cooler contracts terminated by Aug 2010.	Cost reduced by 2/3rds; reduction in consumption of plastic and reduction in CO <sub>2</sub> emissions from transporting water bottles.	-	n/a
	Tender for new taxi service contract awarded 1/3 <sup>rd</sup> of the marks for environmental performance. Scored using calculation of average CO <sub>2</sub> /km for each taxi fleet.	Peter Leighton-Jones (CG)	Julie Hatton (Passenger Transport)	n/a	Companies with low carbon fleets prioritised leading to lower CO <sub>2</sub> emissions for NI185; influence purchasing decisions of taxi companies.	-	n/a
	Tender for laundry service for social services weighted environmental performance and used Whole Life Costing, including energy use, to encourage low energy and CO <sub>2</sub> machines.	Peter Leighton-Jones (CG)		n/a	Direct CO <sub>2</sub> reduction through use of more energy efficient machines.	-	n/a
	Gas supply contract included strict environmental criteria, resulting in the winning contract providing significant benefits to the council including use of Automatic Meter Reading (to avoid estimated bills), provision of CERT funding for energy efficiency in social housing and reduced CO <sub>2</sub> emissions from supply chain.	Peter Leighton-Jones (CG)		n/a	Reduced direct CO <sub>2</sub> , energy savings and funding for social good.	-	n/a